



FIRETREE, LTD. STRATEGIC PLAN

PREPARED FOR :

Firetree

PREPARED BY :

HCi Advisory Group

December 2025

MISSION STATEMENT



Our mission statement, "Together Building a New Way of Life," is exemplified by our progressive programs and our dedicated professional staff. We work as a team with our clients to help them change their thinking and behavior in order to maintain their sobriety.

We believe that change is possible but will only take place through acceptance of personal responsibility and accountability.

WHO WE ARE

Firetree Ltd. was formed in 1991 to provide both quality transitional services and support to individuals associated with the criminal justice system. In approximately 90% of the prison population, chemical abuse is the cause of criminal behavior – direct or indirectly. However, only a minimal number of these offenders were receiving treatment for substance abuse. Firetree's programs are based on the principle that "drug and alcohol treatment is essential to effect change in the criminal offender."

Firetree is committed to the belief that clients are responsible for their own choices and behaviors and that change is possible through acceptance of personal responsibility and accountability. Whether it is a criminal justice program geared towards reentry into society, or a residential treatment service within in a therapeutic community, Firetree offers a multitude of services targeted to help those suffering. Through progressive programs and with the help from dedicated staff, Firetree is devoted to change the thought process and behavior of their clients with the goal of maintaining sobriety and providing them the skills needed to successfully re-enter society.

PROGRAMS

Firetree's programs include residential treatment, reentry programming, residential programs, halfway houses. Many locations are equipped for in-patient treatment with a variety of bed occupancies, ranging from 40 to 76 beds. In total, there are currently nine facilities scattered throughout Pennsylvania and one in New York.



Residential treatment is geared towards addressing the disease of addiction within each individual client. Incorporating cognitive/behavioral-based treatment and motivational interviewing along with comprehensive treatment planning, community participation, life skills, and clinical groups, helps to enhance the individual's positive social attitudes and values.

Reentry Programming, which can be found within three of the facilities, focuses on the structure needed to facilitate the transition of men and women reentering their communities after a period of incarceration. Lastly, outpatient treatment is offered through Genesis House, Inc. and provides substance abuse counseling services. The main objective of this program is to create and develop "acceptance and awareness of the addiction process, role fulfillment, expansion and use of support services, and cognitive behavioral change to support recovery".

WHO WE SERVE



Firetree Ltd. has made it their mission to help serve chemically addicted individuals. Men and women 18 years and older are welcomed into any of the five services Firetree offers: residential treatment, halfway houses, outpatient treatment, and residential reentry programs. With a variety of locations in Pennsylvania and New York, Firetree has created short- and long-term treatment options to those suffering from chemical addiction. Special consideration is geared towards special high risk treatment populations such as: pregnant injection drug users, pregnant women substance users, overdose survivors, injection drug users, veterans, and other substance abusers.

OUR ORGANIZATIONAL GOALS

Goal # 1: Workforce and Staffing

We will strive to attract, develop, and retain a workforce that advances our mission.

Firetree, Ltd. will be an employer of choice by developing and implementing new programs and a culture designed to attract and retain a workforce that supports Firetree's progressive approach to delivering services.

Compensation and Benefits

- We will conduct a bi-annual review compensation, benefit, and incentive programs to stay competitive.

Career Development & Training

- We will define desired employee profiles, create career ladders, formalize training/leadership programs tied to promotion, and ensure specific position-based training (including Kronos training for leadership).

Employee Engagement & Recognition

- We will implement employee spotlights and recognition programs (Employee of the Month/Quarter) to highlight long-term staff and boost retention.

Internal Communication & Culture

- We will standardize facility communications (Facility Directors post updates), develop an intranet page to share policies/procedures, and use regular events (quarterly meals, team building, lunch-and-learns) to foster engagement.

Assess Meeting Structures

- We will review corporate and facility meeting practices for efficiency.

Employee Development

- We will develop career paths, training, and opportunities for employees to encourage professional growth with the company.

We will create committees throughout the organization comprised of staff interested in professional growth and leadership to discuss industry best practices and policy and procedure improvements.

OUR ORGANIZATIONAL GOALS

Goal #2: Community Relations and Marketing

We will continuously evaluate market changes, strengthen marketing/business development and diversify revenue.

Expand & Diversify Programs:

- We will seek out and research new program types (geriatric, medically specific, holistic practices) and will explore new revenue streams (supportive housing, commercial/private insurance, sponsorships).

Enhance Marketing & Visibility

- We will standardize marketing efforts across facilities, improve staff awareness of programs, and increase referrals. Coordinate with facilities through regional meetings/advisory boards, webinars, and social media presence. Coordinate and leverage all forms of advertising to increase consumer awareness. Revamp website to attract more referrals.

Maintain Facilities as a Marketing Asset

- Update amenities and address maintenance issues to support marketing.
- We will evaluate our current marketing efforts determine what is most effective and identify other marketing resources that will expand our market reach.
- We will use events and success stories as part of a broader marketing plan to market our services.

OUR ORGANIZATIONAL GOALS

Goal #3: Administration

We will enhance administration and operations.

Support Facility & Regional Directors

- We will review and adjust resources, provide monthly budgets and quarterly reviews, and hold regular Director meetings (monthly video, annual retreat).

Standardize Operations & Procedures

- We will develop umbrella standard operating procedures with facility-specific addenda on update job descriptions and ensure training/maintenance protocols are standardized.

Optimize Technology

- We will create EM system procedures, evaluate AI tools, and train staff accordingly.

Cross-training & Redundancy

- We will build support staff coverage and redundancy to ensure consistent service.

Financial

- We will further engage in financial forecasting and monitor trends and approach budgeting proactively. ongoing
- We will standardize financial policies across facilities. Ongoing

Training

- We will assess our training program to determine which delivery systems are most cost effective and beneficial for staff. (Trainer that travels to facilities, virtual training, outsourcing training, etc.)

OUR ORGANIZATIONAL GOALS

Goal #4: Performance Metrics

We will improve and execute programs for best clinical outcomes

Standardize & Strengthen Training

- We will provide consistent training programs for ASAM, group facilitation, PCB credentialing, and contingency management; ensure supervisors have oversight; offer refresher courses; and operationalize training across all facilities.

Ensure Adequate Staffing

- We will maintain appropriate staffing levels and consistency in onboarding new hires.

Enhance Client Engagement & Feedback

- We will develop alumni groups, client spotlights, and monthly surveys; create standardized protocols for obtaining and using client feedback.

Centralize Procedures for Better Outcomes

- We will standardize EM system usage, policy development, and life skills programming across facilities to streamline processes and improve results.

OUR ORGANIZATIONAL GOALS

Goal #5: Expand & Diversify Programs

We will improve and execute programs for best clinical outcomes

- We will evaluate our research and create new program types, add new revenue streams, ensure programs stay updated and competitive, and expand existing programs when opportunities arise.